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ABSTRACT

The premise of this book is that successful management depends primarily on the fundamental structures and procedures that a college or university has in place. It is noted that flaws in these structures and procedures will doom efforts to achieve institutional goals. This book, which offers guidance to higher education administrators in developing sound systems and policies, is organized into five parts: The first provides a general overview of institutional governance, leadership, and management; the remaining four offer a more detailed analysis of the major operational units of academic affairs, student affairs, development, and business and financial affairs. Five domains of managerial activity common to all higher education institutions are identified, and for each procedures and interactions for good standards of practice are outlined. Interactions necessary for good standards of practice. Seventy-nine detailed charts are provided identifying the essential steps for activities ranging from fundraising and determining faculty salaries to developing a campuswide computer system. Details are given of specific divisions of authority and responsibility, their interactions, and how they effect other divisions or departments within the institution. It is explained that only by developing a clear understanding of the ways activities and procedures connect and overlap can administrators improve the management of their colleges and universities. Also provided is a glossary of position titles and management functions. (GLR)

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